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INSTITUTE OF FISHERY TECHNOLOGY RESEARCH (FTFI)

Measures to Promote Exports and Foreign Marketing

By

Berit A. Hanssen and Svein Ottar Olsen

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ABSTRACT: The report provides an outline of available resources (both public and private) for exports and foreign marketing. It focuses on financial resources and on competence.

KEY WORDS: Internationalization
Financial resources
Competence

FOREWORD

This report is part of an investigation in conjunction with "Forum USA". With financing from the Norwegian Fishery Research Council (NFFR), FTFI was tasked to survey internal or national factors (resources and capacity) governing the export of Norwegian seafood. The purpose of the project was to establish more detailed knowledge regarding exporters' perceptions of both possibilities and limitations with regard to seafood sales. A marketing strategy which is not based on the needs and limitations of an industry must be considered unwise and futile.

The report outlines the exporters' internal resources and strategies. It surveys the resources and means which both public and private fisheries employ in exports and foreign marketing. The reason is, that to be successful and profitable in a competitive market, the export industry depends not only on fish and technology but also on capital and competence.

We wish to thank all enterprises, organizations, banks and colleagues which have participated in this survey.

Tromso, March 1988

Svein Ottar Olsen

Project Leader

SUMMARY

The purpose is to survey the available national resources which could be used in the internationalization (exports and foreign marketing) of the Norwegian economy, with special emphasis on supportive measures for the Norwegian fishing industry. The survey was divided in three parts, each depending on the type of institution which provide the support: a) public and semi-public resources; b) private resources; and c) special resources for the participants in the fishing industry.

It became apparent during the survey that the extent of the internationalization resources was both considerable and many-facetted. Indeed, it may be difficult for companies in the fishing industry to fully comprehend the many opportunities for export and foreign marketing assistance. The administration of the various resources is distributed over a number of institutions. The support activities are often limited financially so that specific requirements may be demanded of the applicants if they are to receive support. We have considered this in the summary which is listed in the following and have tried to provide a simplified picture of what is available, the enterprises which qualify for support and the requirements demanded of the applicants. Finally, there is a list of addresses, telephone numbers and, as applicable, telex and telefax numbers for the

institutions which can provide various types of assistance.

The report is part of the survey undertaken in conjunction with "Forum USA". The work has been financed by the Norwegian Fishery Council (NFFR).

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1. INTRODUCTION

1.1 Background

The Norwegian fishery industry has a long history as an export industry. With a limited home market, export was necessary in order to ensure a market for our fish products. Increased investment in aquaculture reinforces this development. In 1987, for the first time in history, Norwegian seafood exports exceeded the 10 billion mark, and considerable growth is expected in the next few years. Some optimistic voices talk about exports of 20 billion Nkr* already in the 1990's.

Such ambitions make great demands on market development. This becomes even more urgent due to the fact that competition within the international food market has never been keener than today. Changes in what people eat and buy, as well as structural changes within the industries and the distribution systems in our important foreign markets, require increased efforts and continuous adaptation within our seafood export industry.

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* Transl. note: 'Nkr' stands for Norwegian kroner.

More competition leads to more stringent quality demands from customers, more demands for support in marketing and distribution, demands for uninterrupted deliveries, a specific capacity or size of deliveries, and a broad spectrum of products. The entry ticket to supermarket freezers and coolers is getting more expensive and the cost of marketing and product development has increased greatly in the 1980's. More use of processed and brand name products contributes to even greater investments in marketing.

It is on this basis that Norwegian seafood exports must meet the challenges of the 1990's. It is also on this basis that the Fisheries Department and our fish exporters are in agreement that Norwegian seafood must be given a higher value and profile in our most important markets through improved coordination and cooperation in the field of marketing. The first effort in this area was "Project Japan" with the object of increasing investments and joint marketing of Norwegian seafood in Japan. A project of a somewhat different character but with the same main objective, "Forum USA", was set up in 1987.

At an early stage, the Norwegian Fishery Research Council (NFFR) provided both these undertakings with the necessary research funds. With respect to "Forum USA", it was decided that a preliminary project was to be developed in which the internal

economic conditions for exports related to "Forum USA" were to be identified and described. In our own report, we will deal with the internal resources of the businesses and the choice of strategy for Norwegian seafood exporters. This work will supplement the description of the internal economic conditions by identifying the resources and services provided by public, private and trade organizations in the area of exports and establishment abroad. It may be correct to regard these as "national" conditions.

The purpose of this work is two-fold. First, it is important to know where we stand, and what we have, when we make decisions on future marketing and cooperative strategies for the Norwegian fishery and aquaculture industries. A strategy without a firm basis in the resources that we possess, is often of limited value and is a poor basis for setting priorities. General internal conditions, the possibilities and threats in our surrounding markets, must be seen as a whole.

Secondly, this report is designed in such a way that the different parties within the seafood industry and the seafood export industry can use it in their work. In other words, it is a small guide to private and public services for export and business establishment abroad, with particular focus on the seafood industry.

This work may also be useful to another target group, namely students pursuing an education in fishery technology, because there is presently a limited amount of literature on specialized fields such as "internationalization"* within the Norwegian fishery industry.

1.2 Resources for export and establishment abroad

The Department of Fisheries is of the opinion that market-oriented efforts must be strengthened within such an export dependent industry as the Norwegian fishery industry. To the extent that public resources for the promotion of Norwegian export of fish and fish products are available, it is the general opinion of the authorities that a greater part of these resources should be used for marketing (Government Report No. 65, 1986-87).

As part of the 1985 "Year of Exports", a government commission was appointed (the "Abrahamsen" Commission) which was given the following mandate:

1. "To identify the industry's need for government support with regard to promoting exports, and to evaluate the tasks of the public administration in this area, the

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* Transl. note: My quotation marks - for definition see next page.

means and the organization, with the aim of achieving efficient utilization of funds and personnel.

2. To evaluate activities in order to achieve better and more effective coordination of the government's and the industry's field organization for export promoting activities, including the role of the Department of Foreign Affairs."

The Commission gave export promoting measures a broad interpretation, and chose to call it internationalization. Internationalization can thereby be defined as the orientation/strategy of businesses to create and further develop their competitiveness on international markets (NOU 1985:35*). According to the "Abrahamsen" Commission, the internationalization process can be divided into the following functions:

* Direct export from the producer to various markets.
* Export via agents/commercial firms.
* The establishment of sales offices/representatives' offices.
* Production abroad through licensing or joint venture.
* Establishment of wholly-owned subsidiaries.
* International financing of businesses.

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* Transl. note: 'NOU' = Norwegian Government Report.

The "Abrahamsen" Commission points to the wide gap between the desired/necessary level of government grants for export promotion and the present level in many areas. Public measures could supplement the marketing efforts of individual businesses and assist in improving the competitiveness of the industry on international markets. However, the contributions of the authorities in this area are marginal in relation to the resources that the industry itself must employ in the field of marketing.

The reason for internationalization is usually that the businesses have established a sound foundation for their activities on the national market, and that the businesses, due to increased competition on the home market, must venture into international markets in order to be able to expand. Studies have shown that the most important motives for internationalization/establishment abroad are market considerations, better product adjustment, better sales work, supply capacity and service (Bakka, 1982). International expansion requires good management structure in the business, a spectrum of products or services that has a good market potential, and capital and/or financing that will allow the risk-taking necessary during the internationalization process.

Governmental resources for export promoting activities are spread among several public institutions, which each assume part of the responsibility for the national strategy of the internationaliza-

tion of Norwegian industry. Svendsen (1987), in his study on "Status and challenges in the internationalization process", points out that each of the public institutions is more or less specialized with regard to the mechanisms of which they are in charge. This raises the possibility that the conditions on which the individual mechanisms were based and established may no longer correspond to developments within the sector of industry for which the measures were intended. In his study, Svendsen (op. cit) points to several problem areas related to export and internationalization which he considers important to investigate. As a follow-up to the work of the "Abrahamsen" Committee (NOU 1985:35), Svendsen feels that it is important, for example, to describe the internationalization mechanisms presently offered by the various institutions.

The public measures available to support export and establishment abroad were described in a report from the Department of Trade and Shipping (1987). The report shows that internationally oriented industries need information to get a general overview of the financial arrangements and services offered by government institutions. In other words, our industry requires an organized view of the general conditions that affect, and are a pre-requisite for, effective internationalization.

1.3 Organization of data gathering

We used several methods and sources to gather data and information about the various resources. Our most important source was the use of secondary data in the form of documents, circulars and descriptions of services from different institutions. This involved writing and telephoning all these institutions and requesting the information we needed. We also gathered additional information by telephone.

For several of the activities within the fisheries sector, we supplemented the analysis of documents with personal interviews and telephone interviews. Personal interviews took place in November/December of 1987 in conjunction with the second stage of the preliminary project (identification of basic internal conditions). Regardless of the method used, we encountered a positive attitude and always received the information we asked for and that was available.

The purpose of this work is to identify and describe public, semi-public and private resources related to export and the establishment of Norwegian businesses abroad. In addition to general resources, we tried to identify services that were specifically aimed at internationalization within the Norwegian fisheries industry.

In the identification work, we concentrated on the most important institutions which provide assistance related to export and internationalization. The main focus was on:

* The purpose of the activities.
* The measures/resources.
* Target group.
* Administration of activities.
* Applicant requirements.

The measures described below are:

1. Financial support arrangements.
2. Measures specifically aimed at export marketing and establishment abroad.
3. Other measures (competence, guidance, information gathering and services, "opening doors", bilateral and multilateral cooperation between nations, and political trade assistance such as laws and agreements).

The results of the survey were systematized by first listing the institutions that provide export and internationalization assistance. Under each institution, the respective support arrangements and assistance services were presented. Appendix 1 contains an address list for the various institutions that offer assistance related to internationalization.

As previously mentioned, this report is part of a larger study in conjunction with "Forum USA". It therefore seemed natural to focus on mechanisms and measures aimed at the American market. Examples of measures were given with this particularly in mind. We have not included mechanisms that are only aimed at the Norwegian market. For this reason we excluded, among others, the Fish Information Committee.

2. PUBLIC AND SEMI-PUBLIC RESOURCES

In 1985, a public study was done which undertook to evaluate the public administration involved in export promoting work (NOU 1985:35). This study, together with a document from the Department of Trade on governmental measures to assist export and internationalization (1987), gives us a comprehensive and good overview of general public resources. Below we will deal with the resources that are of a particular interest to the fishery industry, and in certain areas we will supplement it with other sources. After each institution we give a number which refers to our own appendix, where the reader will find a summary of the institutions involved and their addresses.

2.1 The Export Council of Norway (1)

The Export Council of Norway is the most important government service organ for all Norwegian exporters of goods and services. Its task is to assist in the strengthening of Norwegian industrial activities through active professional support to Norwegian businesses in their daily export activities and internationalization. The Export Council's revenue is mainly derived from an export duty of 0.075 % of the invoice value of exported goods, and from state grants for export promoting measures via the budget of the Department of Trade. Out of a

total of 38 Export Council offices abroad, 5 are in North America.

Contributions through the Export Drive Committee (EKK)

The Export Council administers public funds for export promoting measures. The funds are distributed by THE EXPORT CAMPAIGN COMMITTEE (EKK) according to guidelines laid down by the governing board of the Export Council of Norway.

Support can be provided for: Participation in fairs, arrangement of symposia and seminars, purchase of market reports, customer visits to Norway, marketing plans, market maintenance abroad, export assignments for students, joint information measures and the hiring of marketing personnel.

Limits: The grant may amount to a maximum of 50 % of the total expenses. Normally, grants are provided up to three times for a measure that is repeated annually.

Target group: All Norwegian exporters of goods and services.

Application deadline: December 1st for the following calendar year (1988).

Export development for small and medium-sized businesses (SMB-E)

The Export Council provides professional guidance and assistance, in addition to financial assistance to small and medium-sized businesses.

Support can be provided for: Market surveys, the search for agents/importers through the Export Council's offices abroad and assistance to carry out trips to foreign markets.

Limits: The maximum expense to be paid by an individual business for market surveys is 7,000 Nkr per market. Similarly, a fixed amount of 5,000 Nkr per market must be paid for search for representatives falling under the SMB-E (Small and Medium-sized Businesses - Export Development). Any additional expenses will be covered by the Export Council. Grants for visits to markets abroad can amount to a maximum of 50 % of the total costs of the trips.

Target groups: Businesses with fewer than 200 employees, or with exports valued at less than 100 million Nkr per year.

Application: Inquiries are directed to the SMB-E of the Export Council of Norway, or to the Industrial Fund.

Hiring of export managers (ETL)

Support can be provided for: The contract hiring of an export manager, or the renting of a limited part of the capacity of an export manager.

Limits: The arrangement means that 2-4 businesses join in the hiring of an export manager. The Industrial Fund/Export Council can cover up to 50 % of the salary and social expenses, as well as the travel budget of the export manager for an agreed-upon period.

Target group: Businesses that in an preliminary stage of export planning do not need to, or lack the financial strength to hire their own export manager on a full-time basis (small and medium-sized businesses).

Application: Applications and inquiries are directed to the SMB-E Department of the Export Council of Norway or to the Industrial Fund.

Joint measures under the auspices of the Export Council of Norway in 1988:

Each year the Export Council of Norway arranges a number of joint measures intended to contribute to an increased internationalization of Norwegian industry. The following are examples of joint measures under the auspices of the Export Council of Norway in 1988:

Market	Time	Place	Activity
SCOTLAND	Feb. 23-25	Inverness	Joint participation SCOTTISH FISH FARMING EXHIBITION
SPAIN	March 21-25	Spain	Seminar/educational visit
FAO, ROME	April	Norway	Mini-seminar and industrial visits
CANADA	May	Norway	Press visit
ALASKA/USA	June	Norway	Press visit
GREECE	June 22-26	Thessaloniki	Joint participation in the FISH '88 fair
CANADA	Sept. 6-9	Vancouver	Joint participation in the AQUACULTURE INTERNATIONAL fair

The Export Council sends out its own invitations for each separate arrangement. The Export Council also has plans to develop market reports on Scotland, Spain and Ireland in 1988, and there will be a new edition of the publication "Norway Exports Aquaculture Technology & Equipment" at the end of 1988.

Contact assistance

The Export Council provides assistance to arrange contacts in the countries where it has offices (38 offices abroad in 1987). The offices abroad also assist with information and other types of support when Norwegian businesses look for contacts in the country in question. The offices abroad can arrange visits and seminars abroad, where representatives of the industry and the authorities participate, and can arrange invitations of foreign delegations to Norway where contacts with Norwegian industry are included in the program.

Information and guidance

Support can be provided for: The Export Council can assist with information and guidance regarding economic, political and cultural conditions in the individual countries, as well as basic information about potential export markets for Norwegian businesses. The Export Council supplies specialized market information from its offices abroad, and assists the businesses in

information gathering and market analyses. The Export Council can also analyze the potential of businesses for export and establishment abroad, and give advice regarding export marketing. Finally, the Export Council can provide legal assistance and help in contract negotiations and in the drafting of offers.

Financing; The Export Council provides these services partly free of charge and partly against payment.

Courses arranged by the Norwegian Export School

The Norwegian Export School is owned by the Export Council of Norway and is organized as a foundation on a non-profit basis. Since 1961, the Norwegian Export School has arranged special courses in various aspects of foreign marketing, and during the period from 1961 to 1985, the school arranged around 550 courses and seminars for 15,500 participants. The Export School arranges courses and seminars for industry in the subjects of international marketing and internationalization. The courses span a wide field, ranging from short courses of 2-3 days to part-time studies lasting more than a year. Examples of courses of special interest in connection with exporting and internationalization are:

* The export graduate program lasting more than one year.
* Effective negotiation (in English).

* International sales and negotiations.
* Establishment and management of subsidiaries abroad.
* International marketing through distributors.
* USA - Establishment and operation of subsidiaries.
* Licensing in international marketing.

For each separate course there is a course invitation with a program and application form. Course invitations are distributed with "Information for Exporters" from the Export Council of Norway. Further information on the various courses can also be obtained from the Export Council of Norway.

2.2 THE INDUSTRIAL FUND (2)

The Industrial Fund is a government financial institution under the auspices of the Department of Industry. The fund was established in 1980, and is organized as a government bank with a share capital of 400 million Nkr. The Industrial Fund receives annual government grants through decisions by the "Storting"*. The purpose of the Industrial Fund is to promote development and reorganization of Norwegian industry and to strengthen the competitiveness of businesses.

At the end of 1986, the Industrial Fund had a total loan portfolio of 1,592 million Nkr, with 568 million in loans for product

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* Transl. note: The Norwegian Parliament.

development purposes and 1,024 million in loans provided for other industrial development measures. The loans were divided among 1,356 businesses.

Grants for long-term export ventures

Grants can be provided for: Purchase of marketing organization, establishment of agent/distribution networks, etc.
Limits: The contribution of the Industrial Fund is adjusted according to the needs in each particular case. This normally involves financing of secured loans and/or grants.
Target group: Small and medium-sized businesses.
Application: The applicant must present satisfactory plans for the venture and possess the necessary competence and economic means to carry out the venture. The Industrial Fund has published a service guide that outlines the information that an application should contain and lists current department chiefs and case officers who can be contacted for various types of projects.

Secured loans and foreign exchange loans for internationalization

Support can be provided for: The financing of ventures outside Norway when the venture is of importance to the continued growth of a company's activities. The venture must be characterized by strategic re-orientation and be of great importance to the company.

Secured foreign exchange loans can be given directly to subsidiaries abroad in dollars, German marks, pound sterling or Japanese yen, and the purpose is to strengthen the capital structure of the subsidiary and remove the risk of the project from the Norwegian company. Secured industrial loans in Norwegian kroner can be provided for the establishment or take-over of small sales or production companies abroad.

Limits: Secured foreign exchange loans: Up to 50 % of secured Norwegian capital, and usually no more than 50 million Norwegian kroner (in special cases up to 100 million kroner can be paid). The duration of the loan can be up to 5 years, and exemption from amortization can be granted for up to 6 years. Secured industrial loans: Loan limit is 5 million kroner. The loans are interest free for 2 years, exempt from amortization for 3 years, and are then paid back during a 5 year period (interest in 1987 was 11.5 %, and there is an additional set-up fee of 0.5 % of the loan amount).

Target group: All types of industries except oil and gas production and traditional shipping activities.

Application: See the Industrial Fund application guide.

Loan guarantees

In connection with internationalization, the Industrial Fund can issue loan guarantees without special security.

Limits: This is a simple personal guarantee and the guarantee normally covers 50 % of the final loss that the lender may incur for one particular venture. The guarantee commission is 1.5 % for projects abroad.

Application: See the Industrial Fund application guide.

Industrial Fund support for internationalization

Support can be provided for: Market analyses in connection with international activities, development of project plans in connection with market introduction or strategic re-orientation in a market, project evaluation in connection with the establishment of sales companies or production abroad, development of professional expertise in order to be able to establish and follow-up international activities, and grants for the establishment and operation of subsidiaries during the first year. In order to promote various export activities, the Industrial Fund can provide grants for, or partially finance, export trade companies on the basis of cooperation between several businesses, courses and seminars on various export and internationalization aspects, training in international management, etc.

Limits: The Industrial Fund provides grants of up to 50 % for each of the various activities, and can also provide grants to cover extraordinary costs in relation to the take-over of small production companies.

Target groups: Small and medium-sized businesses.

Application: See the Industrial Fund application guide.

Information, guidance and information about means of assistance

The means of assistance offered for promoting internationalization are extensive, and several institutions, among them the Industrial Fund, can give information about what types of assistance exist and what measures one can apply for to support specific projects. The Industrial Fund also provides guidance to industries in connection with internationalization.

2.3. THE DISTRICT DEVELOPMENT FUND (DU) (3)

The District Development Fund (DU) is an institution under the authority of the Department of Municipalities and Labour. The purpose of the DU is to assist in the strengthening of industry in poorly developed districts, as well as to help realize regional political goals. The fund shall promote initiatives that will provide increased, lasting and profitable employment in regions with particular employment difficulties or poorly developed industrial basis. During the next few years, the DU will increase its support for measures within product development, marketing and development of expertise.

The DU has several support mechanisms that can be used for export ventures and international marketing.

Marketing grants

In order to increase the general expertise of businesses, and in particular to train managers and key personnel, grants are provided for training in, e.g., international marketing. Grants can also be given for market analyses and planning.

Support can be provided for: Investigation and development of marketing plans, market testing, participation in trade shows, marketing new products, marketing existing products in new markets and developing new areas of use for existing products. The DU can provide guarantees for operating credit in connection with new business establishment, for example when export constitutes part of the activities.

Limits: Maximum grant portion is usually 50 %, but the percentage depends on where in the country the business is located. For training grants, the percentage can be increased to 75 % if the training involves women. A prerequisite for grants for marketing is that the business reorganizes, or to an essential degree, intensifies its marketing. In other words, the marketing grant must not be used to support regular operations, but must primarily be used to cover external expenses. In 1985, the total amount of grants for marketing was around 29 million kroner, and each

applicant received an average of just under 70,000 Nkr (412 applicants).

Target groups: Businesses within the DU's geographical range of activities.

Application: Applications are directed to the Planning and Development Department of the county municipality. Individual application forms are obtained from the Planning and Development Department of the county municipality, local banks or centrally from the DU in Oslo. Payment of grants will take place when the project has been completed and audited accounts have been presented.

The transport support arrangement

Businesses that belong to a specific industrial sub-group according to the Standard of Business Groups, may be entitled to support.

Support conditions: Transport support is only given for transport of finished and semi-finished goods, and the support applies only to goods produced by the business itself. The transport cannot be by mail, and the load must not consist of empty containers.

Geographical range: In order to be entitled to assistance, the business must be located in Finnmark, Troms, Nordland, Møre and Romsdal, or parts of Hordaland and Nord- and Sør-Trøndelag. A requirement for receiving assistance is that transportation terminates outside the zone where it originated. Zone 1, which is

the northernmost zone, entitles the business to the highest amount of support. The amount of support decreases the further towards the south of the country the business is located.

Support basis for foreign shipments: The support basis for export shipments is calculated according to weight, and it is not necessary to document the actual expenses. In zone 1, the support is 205 Nkr per tonne, and in zone 12, with the lowest transport support amount, it is 20 Nkr. The total amount granted for export shipments will then be reduced by 2.5 % of the sum of points 'a' and 'b' below:

a. Credited sales, including VAT for the year, calculated on the basis of the figures submitted for sales liable to value added tax. When the sales are exempt from VAT, sales are posted without deduction of the sales income reduction that was utilized.

b. Booked export sales for the year during which transport support is sought.

The rule for a 2.5 % deduction from the support basis means that a number of businesses will not receive any support at all. The purpose with the new rules is that only businesses whose transport expenses constitute a relatively large percentage of their sales income will receive support. A special regulation has just been introduced for the fisheries industry (industry group 3114)

which means that the support percentages for export shipments have been doubled, and the minimum limit for receiving support has been lowered to 1.5 % of total business volume.

Calculation of support: By taking the basic support after deducting 2.5 % and multiplying with the correct percentage in the table below, we get the support amount:

Zone where transport originates	Support percentage
Zone 1-3	65 %
Zone 4-5	50 %
Zone 6-9	40 %
Zone 10-12	20 %

Application: Application for transport support is submitted on a standard form available at the Development Department in the county municipality. The application dead-line for receiving transport support for 1987 is March 31, 1988. Applications for transport support are processed only once a year. Complete instructions for the new transport support regulations can be obtained from the DU or the county municipality.

2.4 THE NORWEGIAN INDUSTRIAL BANK INC. (4)

Industrial Bank loans for establishment abroad

Support can be provided for: Investments in connection with the establishment of production and sales companies abroad.

Limits: The loans are issued in Norwegian kroner at the regular terms of the Industrial Bank: 14.25 % interest on a class 1 priority loan, and 14.75 % interest on a class 2 priority loan (in 1987). As loan security one requires either a guarantee from, for example, the parent company, a bank or public fund, or collateral in the form of assets in Norway or in the investment country. In special cases loans can be provided at an interest rate of 15.75 %. Less demand is then made on formal security, but the bank may in addition demand a share option or a contract for royalty premiums. In 1986, the Industrial Bank had an export loan portfolio of 13 loans amounting to a total of 36 million Nkr.
Target group: Industrial businesses and other entreprises that are of great importance to Norwegian industry, for example certain types of service activities. It will be taken into account whether establishment abroad will strengthen the company's activities in Norway.
Application: Applications are directed to the Industrial Bank, and the processing of foreign investments is part of the bank's regular processing procedures.

2.5 THE GUARANTEE INSTITUTE FOR EXPORT CREDIT (GIEK) (5)

The government guarantee provisions for export credit are administered by the Guarantee Institute for Export Credit, which is controlled by the Department of Trade, but has its own governing board. The purpose of the guarantee provisions is to

promote Norwegian export of goods and services by covering the potential bad debts of exporters, whether they be due to commercial or political conditions in the debtor's home country.

The general guarantee provision

Support can be provided for: Government guarantee to promote Norwegian exports, shipment of goods and the performance of work and services, including the transfer of technical expertise, licenses and patent rights when payment will be made from abroad. The general provision also includes guarantees to cover the expenses of the exporter during the production period should contracts be annulled.

Limits: The guarantee is given either in the form of a general guarantee that secures all export of raw material, investment goods and finished products with a credit term of up to 80 days, or as an individual insurance policy for a particular shipment with a short-term or long-term credit period. Guarantees for export of investment goods, consumer goods and capital goods with export credit of up to and including 10 million Nkr must not exceed 80 % of losses from commercial risks and 90 % from political risks. The remaining amount constitutes the exporter's own risk. The guarantee can be increased to 85 and 95 %, respectively, under special circumstances. Guarantees for export of capital goods with export credits above 10 million Nkr must not, as a rule, exceed 50 % on a pro rata basis of the private

guarantee market for commercial risks. In special cases, the percentage coverage can be increased to 85 %, on a pro rata basis, of the private guarantee market. For political risks, the guarantee is limited to 90 %, on a pro rata basis, of the private guarantee market.

The general guarantee provision had a total budget of 13 billion Nkr in 1987.

Target groups: All Norwegian exporters.

Application: Individual application forms for general guarantees and individual insurance policies can be obtained from GIEK, and applications for risk coverage are presented directly to GIEK. The average processing time is around 14 days.

2.6 THE DEPARTMENT OF TRADE (6)

The Department of Trade provides assistance in the area of trade and commercial policies in order to strengthen the export potential in product areas of interest to Norwegian industry, and where there is a particular need for supports. The Department of Trade is endeavouring to achieve the best possible conditions for Norwegian export and internationalization through bilateral and multilateral cooperation agreements and treaties (treaties with GATT, OECD, EFTA, EC, etc.)

Assistance for long-term export promoting ventures

Support can be provided for: Guidance, project control and training (in connection with joint export packages and systems export). The Department of Trade has at its disposal funds for long-term export promoting ventures, and this means participation in marketing activities that, based on purely commercial considerations, cannot be accorded a high enough priority by the Export Council of Norway and the Export Campaign Committee. The Department of Trade can also assist with more general presentations of Norway and Norwegian industry abroad, for example by providing information about Norway and Norwegian economy in order to facilitate the marketing of Norwegian products abroad. The Department of Trade also assists with measures that can improve expertise in export promoting activities, especially among small businesses that invest in export ventures.

2.7 THE DEPARTMENT OF FISHERIES (7)

The Department of Fisheries assists the fishery industry with information and guidance, and is professionally responsible for the Fisheries Counsellors at the embassies in Brussels, London and Washington. The Department of Fisheries protects the interests of the fishery industry against other countries' import restrictions, quality regulations and laws on fishing limits by working in bilateral and multilateral forums.

Fishery support

From the allocations for fishery support measures, funds are set aside for "measures to increase the effectiveness of fishing, sales and marketing" of Norwegian fish and fish products. Support will primarily be provided for the implementation of extra-ordinary marketing measures that represent a new approach for the Norwegian fisheries industry. For example, support can be given to the following types of projects:

* Preliminary market studies.
* Market introduction and test production.
* Adjustment to altered market conditions, technology or other conditions of importance to the profitability and economic position of the fisheries industry.

Support can also be given for marketing scholarships in the fisheries, and can constitute a maximum of 50 % of the external costs of a project. The business' own expenses and preparations, studies done by its own employees, training and expertise development in general, can be included in calculating the amount. For support in the form of grants the principal rule is that the results of the project must be made available to the public. The budget for the marketing measures was 4 million Nkr

in 1987. The funds are managed by the Department of Fisheries in consultation with the Norwegian Fishermen's Association.
Application: Applications are directed to the Department of Fisheries, the Office for Research and Counselling Services, which will also provide further information about the provisions. Application dead line is February 1st, May 1st, August 1st and November 1st each year.

"Project Japan"

The authorities and the fishery industry are investing jointly 60-100 million Nkr to promote the export of Norwegian fish products to Japan. The project has a time frame of three years, and is being implemented over the time period 1986-1988. Fifty percent government support can be provided for information and joint measures, and after application, up to 50 % support can be given for market surveys, sales promotion, product development and the like. The secretariat of the project is part of the Export Council of Norway and applications for assistance are addressed to this institution.

"Forum USA"

The purpose of "Forum USA" is to promote closer cooperation between Norwegian fish exporters in order to make the marketing of Norwegian fish products in USA as effective as possible.

Through its organization, the Forum will carry out collective marketing activities requested by the industry. This work will help prepare the ground for the marketing drives that individual companies/sectors wish to carry out. This will result in a combined effect of all the Norwegian marketing efforts in the USA. "Forum USA" is led by a management team which administers the available funds, and which is to initiate and follow-up collective activities. The management team consists of representatives from each of the largest fish export sectors that operate on the American market, and the following sectors are presently represented:

* Salmon/fresh fish
* Shrimps
* Frozen fish
* Canned fish
* The Sales Associations, each with a representative from the Norwegian Fishermen's Association.

"Forum USA" is financed by, among others, the Export Committees, the Marketing Councils, and the different fish export sector organizations. The Department of Fisheries will also assist in procuring public funds for "Forum USA". In addition, the Norwegian Fisheries Research Council (NFFR) has set aside funds for studies and expertise development related to "Forum USA".

2.8 THE EXPORT COMMITTEES

In the post-war economy, one of the important tasks of the Export Committees was to set minimum export prices. Gradually, this price control has been removed from several products (Hallenstvedt, 1982).

The Department of Fisheries works on the basis that the Export Committees should be considered public institutions, but a study of their areas of responsibility shows that they exist in the border area between public administration, interest group organizations and private enterprise (Hallenstvedt, 1982). For instance, the Export Committees share offices with the interest organizations of the export industry, and in some cases have the same addresses as those of the Export Sales Associations.

The Department has appointed 13 Export Committees. However, this number will be reduced to 11 since instructions have been issued for the regulation of fresh and frozen herring exports and of salted herring exports, involving the joining together by twos of the present export committees in the herring sector (Gripsrud, 1987). It is beyond the scope of this report to discuss the various committees in greater detail. Indirectly, we will later touch on some of their activities through the Marketing Councils and the Publicity Funds. Based on our future work with "Forum USA" and as a general example, we will discuss only the Export

Committee for Fresh Fish. This is the committee that is most involved with products for the North American market.

The Export Committee for Fresh Fish (8)

The Export Committee for Fresh Fish is a consultative organ for the fisheries authorities and the exporters' service organizations. The Export Committee issues export licensees for fresh and whole frozen fish and shellfish, and presently has license offices in 11 Norwegian cities.

In major markets for Norwegian fish, a network of fishery research fellows has been established, and the areas presently covered by this arrangement are Great Britain, West Germany, France, The Benelux countries, Spain, Italy and the USA. The fisheries research fellows send weekly reports to Norway on the market conditions in the individual countries, and this information provides an up-to-date picture of price, demand and supply conditions on the markets. At times, the research fellows produce reports on the market conditions for specific products in the individual markets. These reports can be obtained from the Export Committee for Fresh Fish. The Export Committee for Fresh Fish coordinates the research fellow arrangement, and distributes the weekly market reports to Norwegian exporters.

The Export Committee for Fresh Fish participates actively with joint booths at several international trade fairs. The Committee

recently participated in the food product exhibitions Alimentari (Barcelona), Spiral (Milano), Sial (Paris) and Anuga (Cologne). The Export Committee also participates in joint presentations or special occasions (dinners, conferences, press conferences and the like) abroad, or assist with financial support for such activities. The Export Committee for Fresh Fish has provided assistance for measures to improve qualifications (the College of Fisheries Technology in Ålesund), other joint ventures (Project Japan and Forum USA) and for research on omega-3 fatty acids in fish.

The Export Committees also accept inquiries from importers in a number of countries who wish to establish contact with Norwegian fish exporters. For example, the Export Committee for Fresh Fish processed 110 such inquiries from 21 different countries during 1986.

This is in addition to the inquiries that the committees receive during exhibitions and trade shows. These inquiries are then forwarded through circulars. It also happens that the Export Committees take the initiative and carry out special market analyses beyond the scope of the analyses that the fishery research fellows do.

2.9 THE DEPARTMENT OF FOREIGN AFFAIRS (9)

The Department of Foreign Affairs has 76 diplomatic missions abroad, and through these it is in close contact with local markets and local authorities and is an important participant with internationally oriented commerce and industry. At a number of foreign missions, special groups led by the head of the mission (SLG) with participation of the Export Council of Norway and Norwegian industry in the country in question, have been established. These assist with information and other types of support when Norwegian businesses are looking for contact with the market in that country. The usual working procedure in this connection is to arrange visits and seminars abroad, where representatives of the industry and the authorities participate, and to arrange invitations for foreign delegations to Norway where contacts with Norwegian industry are included in the program.

The Department of Foreign Affairs also functions as a supplier of information on economic, political and cultural conditions in the individual countries, and of basic information about potential markets. The business economics consultant at the Department of Foreign Affairs, who is attached to the Office of Foreign Economics, serves as an adviser to the business community and as contact between the business community and the Foreign Service. The consultant will assist in strengthening the Foreign

Service's work in business economical matters, inform Norwegian users about the services offered by the Department of Foreign Affairs and otherwise undertake tasks requested by the business community.

Each year, research fellows within the Foreign Service are given a general introduction to the various sectors of Norwegian industry and commerce. For several years, the FTFI* has given the research fellows an orientation to the various conditions within the Norwegian fisheries industry. In this connection, it became clear that the diplomatic envoys could be an important tool for several of those active in the export industry if more clearly defined relations were established in a purposeful manner. We had the impression that exporters and diplomatic envoys had little knowledge of each other and what tasks could be provided by the parties.

2.10 NORWAY'S TECHNOLOGICAL INSTITUTE (STI) AND THE NORWEGIAN GOVERNMENT'S CONSULTATIVE OFFICE FOR THE INDUSTRY OF NORTH NORWAY (VINN) (10)

STI and VINN are presently under the authority of the Department of Industry and their task is to provide consultative services to small and medium-sized businesses. STI's area of activity is Sør-

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* Transl. note: Fiskeriteknologisk Forskningsinstitutt = The Research Institute for Fishery Technology

Norge (South Norway), while VINN's is Nord-Norge (North Norway). STI and VINN presently have a number of branch offices, but during 1988 the institutions will undergo a re-organization where some of the branch offices will be eliminated. Both STI and VINN will become independent institutions.

STI

Norway's Technological Institute (STI) is involved in course and consultation activities aimed at small and medium-sized businesses within the area of internationalization. The courses are individually designed and adjusted to the needs of each company. An example of the services offered by STI in the area of internationalization is a course which includes, among other subjects, negotiation techniques, the establishment of activities abroad and the setting up of an international network of contacts. The courses are financed through partial contributions from the participating businesses (normally around 10,000 Nkr) and through grants from, e.g., the Secretariat for Management Training (LOS). LOS can provide grants to businesses located in municipalities that are within the activity range of the District Development Fund.

STI has also published a guide booklet based on a study of export cooperation/internationalization in small and medium-sized businesses. The goal of the study was "to find profitable and

effective models for voluntary cooperation in internationally oriented groups of small and medium-sized businesses". STI has developed guidelines for how voluntary cooperative ventures should be established and organized in order to be effective and viable, and thereby to utilize in the best possible manner the grants and loans that financial institutions and the Export Council of Norway, among others, can provide in connection with cooperative ventures (the cooperative model SBI: "Small Business Internationalization"). STI has also identified "pitfalls" in the various stages of the internationalization process.

The guide booklet also contains an itemized list for businesses that wish to negotiate cooperation contracts in connection with export and internationalization. For example, it covers relations with cooperative partners, product development/product responsibility, training, management, type of company, distribution of income/expenses, marketing, distribution, etc.

VINN

Norway's Technological Institute previously had its own department in North Norway. This has now been separated to form an independent institution, the Norwegian Government's Consultative Office for the Industry of North Norway (VINN). VINN provides a number of services aimed at developing industry in the northern part of the country. Today VINN offers a wide and diversified

variety of services, and provides consultative services in such areas as business establishment training, management development, production control and financial control, product and market adjustment, as well as information and contact services.

Internationalization is a priority task, and VINN has developed its own expertise in export marketing. VINN assists businesses with course activities in marketing, market analyses, strategic planning and product adjustment. Further information about VINN's activities can be obtained from VINN's departments in Narvik, Tromsø, Hammerfest or Mo i Rana.

3. COURSES, SEMINARS AND DEVELOPMENT OF EXPERTISE

In order to succeed in export and internationalization, it is not sufficient to have good products and processes. Expertise in management, international marketing and financing is often the weakest link in Norwegian industry. In order to succeed with the export work, good language knowledge, cultural understanding, patience, initiative and the ability to develop contacts are required.

In Norway, we find a number of private, public and semi-public institutions that are actively involved in training or giving courses that are directly relevant to export and internationalization. Within traditional education, we have institutions such as the Institute of Business Economics, the Norwegian School of Economics and Business Administration, the District Colleges and the Marketing Schools which give their students a theoretical platform in economics and management. Marketing is often part of a broader plan of study, but the students are also able to specialize.

A new creation for education in international marketing and management is the "Centre for International Business" at the Norwegian School of Economics and Business Administration in Bergen. Besides offering an education that leads to a Master's degree in international business management, it also offers

education and research in its area of expertise. One of the school's tasks is also to establish networks between students, researchers and industry as a means of solving concrete investigative tasks.

The opportunities for industries and export businesses to use the teaching institutions in their marketing work are presently developed at a number of colleges and universities. On the other hand, we also see a great potential to develop and improve this cooperation to the benefit of all parties.

For persons who must handle their regular daily work, specialized courses of short or long duration would often be preferable. Earlier we mentioned courses given by the Norwegian Export School. In this listing we will limit ourselves to presenting a selection of courses where the main theme is export marketing and internationalization.

3.1 THE NORWEGIAN INSTITUTE OF BUSINESS MANAGEMENT AND ADMINISTRATION (NILA) (11)

Course in internationalization strategy

Objectives: Identify critical factors in implementing business strategies with respect to internationalization.

Content: The production chain, penetration of a new market, networking strategies, organizational training. etc.
Program responsible: Professor Peter Lorange, Wharton Business School, University of Pennsylvania, Philadelphia. The target group for this course is the management group in businesses with international involvement. Board members in international companies.
Application: The exact time will be publicized later. Further information can be obtained from NILA.

Forum for International Business Development (FIF)

In 1984, NILA International created the first Forum for International Business Development, FIF I, where up to 15 businesses with 2-3 participants from each management team meet regularly. The businesses belong to different branches of industry and trade, but all of them are at approximately the same stage in the internationalization process.
Experiences: The Forum meetings have provided important stimuli for the international development strategy of the businesses, as well as for new ideas for solving business operation matters.
Content: NILA International prepares current approaches to problems in business internationalization in consultation with the host business. The FIF group deals with the case of the host business as a consultative group and gives advice for further discussions.

Application: FIF II is in the process of being formed (as of 1987) and interested parties can contact NILA for further information.

NILA Trading Forum

Objectives: To create a neutral body in charge of organizing regular meetings for mutual exchange of expertise and ideas. The emphasis is on bringing-in international expertise, and recognized "traders", and specialists from various trade sectors are invited to the Forum meetings.
Target group: Companies from industry, commerce and shipping, as well as associated members (with observer status) from banks, the Department of Trade and the Export Council of Norway. The number of members is limited to a maximum of 20 businesses.
Application: Inquiries are directed to NILA.

The Internationalization Program for Managers in Norwegian Industry and Commerce

Objectives: Strengthening the competitiveness of businesses through more internationally oriented managers.
Content: This course offer includes 7 sessions of 3 days each. In addition, the course participants spend 3 days on their own projects. The contents of the 7 sessions are: 1. Approaches to problems and general conditions. 2. Choice of strategy and

strategic management. 3. Entering a market. 4. Market penetration. 5. Negotiations and cross-cultural management. 6. Economy, finance and international corporate control. 7. Establishment abroad and international manager development.

Target group: Managers in Norwegian industry and commerce.

Application: Further information can be obtained from NILA.

International competitive strategy

Objectives: To provide management groups with an opportunity for intensive studies of their company's international competitive strategy and its implementation.

Content: The course length is 2 x 4 days. The program is based on the company's own project, lectures by professionals and the exchange of experiences. The group works creatively in developing profitable competitive strategies, an international business culture and effective organizational forms with particular emphasis on the interaction between parent company and subsidiaries. Themes examined are: A solid strategic base, entering a market, management of an international company and management of people.

Target group: Management groups in medium-sized businesses and management groups for strategic activities in a corporation.

Application: Inquiries are directed to NILA. Time and place of courses are determined in consultation with the businesses.

All the courses in NILA International's program qualify for subsidies from the Industrial Fund, which go towards covering fees for courses related to internationalization. However, it is presumed that the education is part of the internationalization plans of the company, and furthermore that the applicants are small and medium-sized businesses where the Industrial Fund has contributed financially to the internationalization process. The course fee is covered for a maximum of 2 individuals per course, and applies to NILA International's program. Any costs beyond the course fee are paid by the individual participant.

3.2 THE NORWEGIAN ASSOCIATION OF GRADUATE ENGINEERS (NIF) (12)

NIF holds a number of continuing education seminars for graduate engineers and other interested individuals. The seminars deal with various themes, and in the autumn of 1987 a seminar was held with the theme "Market development in the US". This seminar was aimed in particular at businesses that wish to strengthen their marketing in the US. The subjects that were especially discussed in this seminar were market potential, investment and resource needs in the US market, business plans, business ideas and marketing, forms of establishing a presence in the US, marketing and distribution, negotiations and social interactions, contract conditions, laws and lawyers, locating and the authorities, personnel conditions and taxes, etc.

Further information about NIF's course activities can be obtained from the NIF Service Office, telephone (02) 418735.

3.3 AIESEC-BERGEN (13)

AIESEC is the French abbreviation for "The International Association of Students of Economics and Commercial Sciences". AIESEC's goal is to offer students management related job experience such as practical international work, personal development, a wide range of subjects and learning through practical experience. AIESEC was founded 40 years ago, and has about 40,000 members in 64 countries all over the world. AIESEC works to provide foreign students with trainee jobs in Norway. Each year, around 150 Norwegian students travel abroad to work for short or long periods. At the same time, Norway is the host country for the same number of students from all over the world. For each trainee job that AIESEC makes available to a foreign student in Norway, a trainee job will be found for a Norwegian abroad. A number of Norwegian businesses have participated over the years in this development program under the auspices of the AIESEC. The arrangement is very reasonable for the host companies, since the minimum wage per month is very low. The duration of the work is usually six to eight weeks.

Operation Export Project (OEO)

OEO is a project under the auspices of AIESEC and the Export Council of Norway. The project offers foreign market surveys and other analyses for Norwegian export businesses. Well qualified graduates from the Norwegian School of Economics and Business Administration, the Institute of Business Economics and HA* write their theses in connection with the project, and individual businesses have hired up to 10 students for various projects during the four years it has been in existence. The Export Campaign Committee at the Export Council of Norway covers 50 % of the direct expenses in connection with the project, limited to a maximum of 12,000 Nkr per student.

The students are recruited through a thorough selection under the auspices of AIESEC and the colleges, where, for example, a strong emphasis is placed on the language knowledge of the students. The businesses give the students a minimum compensation of 1,200 Nkr per week while they work on the project. At present, the average work duration is from 6 to 8 weeks, and the students are guided by their respective teachers in their work.
Further information about AIESEC can be obtained from AIESEC-Bergen.

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* Transl. note: I could not decipher this abbreviation.

3.4 THE ADULT EDUCATION PROGRAM AT THE NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION (NHHK) (14)

The Adult Education Program at the Norwegian School of Economics and Business Administration (NHHK) offers continuing education seminars in a number of professional areas, for example in budgeting, financing, economic controls, planning, management, negotiation techniques and marketing. In the spring of 1988, the NHHK arranged around 20 such seminars.
Further information about the individual courses can be obtained from the NHHK.

3.5 The NB GROUP (15)

The NB Group is a consultant company that specializes in the following main areas:

* Business establishment assistance.
* Development of new business opportunities, new markets-/new products in existing companies.
* Regional development of industry and commerce.

The NB Group offers an export orientation program for small and medium-sized businesses, and the program can be adapted to a particular sector and geographic areas. The objective of the program is: "The concrete goal of the project is to get the

products of the participating businesses onto the export market by refining and adjusting existing products, and by developing business management".

Program content: In the first phase, the NB Group, in cooperation with the customer, initiates an information campaign looking for suitable client businesses. A situation analysis is then carried out in the businesses that wish to participate, and finally, there is a selection and categorization of the participating businesses. In phase 2, the businesses are involved in a process that lasts about 12 months, a combination of 4 seminar meetings, group visits to the businesses, and consultant assistance during the export work. In this phase, special emphasis is placed on:

* Market adjustment of the products (product adjustment and development, market selection, active pricing policy, selection of distribution channel, and measures involving market penetration.
* Development of the administrative capacity of the company, so that the management function has sufficient strength, both quantitatively and qualitatively, to back up the export venture.
* Practical and consultative support for market analyses, development of the export strategy of the company, as well as concrete assistance during the launching stage.

The export orientation program is best suited to groups of 10-15 companies where 1-3 individuals (including the head of the department) participate from each business. Further information about the program can be obtained from the NB Group.

3.6 NORWEGIAN MANAGEMENT PUBLISHERS - COURSE DEPARTMENT (16)

Norwegian Management Publishers Inc. supplies courses and literature to industry and commerce. The publishing company also operates its own book club with publication of specialist literature for managers. Examples of courses that the publishing company arranged during the first half of 1988 are:

* Market planning (development of marketing plan, business idea, analysis of the business itself and its potential, analysis of competitors, action plan, etc.).
* Sales planning (analyses of needs, customers, products and visits).
* Sales presentation (sales arguments, presentation aids, handling of counter-arguments, negotiations).

Further information about individual courses can be obtained from the Course Department.

4. PRIVATE BANKS AND FINANCIAL INSTITUTIONS

From a world perspective, Norway has an export oriented economy, where about 50 % of the gross national product is export. Within the seafood sector alone, the value of exports is over 10 billion Nkr. This requires professional use of banks and financial institutions. Even though exports offer potential profits, there is hardly any doubt that export activities cost money. Quite a few ventures and businesses have gotten into trouble, partly because they lacked the financial backbone in their internationalization work, or because they did not sufficiently secure their export transactions.

Banks and financial institutions contribute not only money or foreign exchange. They often possess very good competence in areas beyond their traditional field of activities. We here refer to sector expertise and general knowledge about the markets they work in or collaborate with. A well developed network of offices and connections in major cities and in most countries, make Norwegian banks a valuable partner for Norwegian seafood exporters.

In this work, we will discuss the major participants on the money market. First, we will present a cross-section of the offers that the fishery industry can expect from the banks, and then we will describe the activities of the individual financial institutions.

4.1 THE FOKUS BANK (17)

The Fokus Bank was established on October 1st, 1987, as a merger between the Farmers' Bank (Bøndenes Bank), the Merchant Bank (Forretningsbanken), the Buskerud Bank and the West Country Bank (Vestlandsbanken). The Fokus Bank possesses, on the strength of its member banks, thorough experience in assisting businesses that work internationally, and has established representative offices in Sweden (Sundsvall), Great Britain (London) and France (Paris). These offices function as arrangers of contacts between Norway and the host country, and as a listening-post to keep in contact with international financial markets. The Fokus Bank offers businesses a number of services, and provides, for example, fast payment transfers, secure forms of settlement, financing solutions, foreign exchange loans, guarantees, performs all types of foreign exchange dealings, sets up foreign exchange accounts, and assists businesses in procuring the necessary licenses from the Bank of Norway for exchange transfers. The Fokus Bank also offers language assistance, for example with translations, negotiations and visits abroad. Via its established network of contacts and cooperating banks, the bank can help businesses find suitable trade partners.

The Merchant Bank's department of "Trade Promotion"

Objective: In order to assist Norwegian businesses in foreign markets, the Foreign Affairs Section of the Merchant Bank has established a separate department for Trade Promotion, with "measures to promote trade across the borders" as its area of activity.

Content: The bank assists businesses with advice and practical information with respect to import, export and establishment abroad. The assistance may be in the form of the arrangement of contacts, information about market conditions (laws, regulations, mutual tax agreements, credit standing of foreign customers), language assistance, financial assistance, orientation to various forms of payment and the setting up of necessary accounts in foreign banks. "Trade Promotion" can serve as a database for businesses that desire activities abroad in one form or another - either with respect to direct export, import, sales and production cooperation, joint ventures or actual business establishment abroad. The "Trade Promotion" offer provides help in establishing trade or bank connections abroad, and the bank can function as a company's negotiation partner during these efforts in order to help make the process as speedy as possible.

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For information only
TRADUCTION NON REVISEE
Information seulement

4.2 THE SAVING AND LOAN ASSOCIATION (KREDITKASSEN) (18)

The Saving and Loan Association is presently this country's largest bank with respect to involvement in the fisheries sector. The consolidated administered capital at the end of 1986 was 104 billion Nkr. The bank offers several different forms of assistance in connection with export and establishment abroad. At present, the bank is involved in several projects within fishing, production and aquaculture abroad. Assistance is offered, for example, in the form of consultation and financing.

With respect to consultations, the bank offers assistance in formulating/investigating strategies, including the gathering of background information and data. The bank also offers consultation in all aspects of purchasing or joint ventures (search, mediation, negotiation, documentation, financing, taxes and settlement). The bank can also assist in identifying financial framework conditions/financing possibilities both in Norway and abroad, foreign exchange related investigations and consultations, as well as in arranging contacts with lawyers, authorities or other relevant experts/bodies abroad.

With respect to financing, the bank assists with all types of loans and guarantees directly from the bank, including syndicated loans, in Nkr or foreign currencies. The bank's commission for arranging foreign currency loans is from just above 1 % to up to

2 % of the loan amount. The Saving and Loan Association offers consultation and arrangement of loans from special Norwegian and foreign institutions that offer loans or assistance for establishment abroad. Finally, the bank offers consultation in securities transactions and activities involving the issue of securities (shares and/or bonds/certificates), including venture capital.

The Saving and Loan Association presently has subsidiary banks abroad (e.g. in Stockholm, London, New York, Singapore and Luxembourg) with full local expertise and range of products, and these are completely integrated in their local financial environment. The foreign departments serve Norwegian companies that have established themselves abroad, local companies in the host country, as well as third-country companies in the host country of the bank's foreign department.

4.3 THE BANK OF BERGEN (19)

The Bank of Bergen's Foreign Division includes the bank's international network of wholly or partially owned banks and representative offices, foreign currency credit, export and import financing, international payment transfers, and correspondent bank activities. The Foreign Division has an administered capital of close to 2 billion Nkr, and the product development of

the department has been particularly tied to new financial solutions in connection with Norwegian exports.

The Bank of Bergen is presently represented in 28 international financial centres, and thereby is the Norwegian bank represented in the most places in the world. The Bank of Bergen strengthened its involvement in the North American market when it joined the Skandinaviska Enskilda Banken Corporation (SEBC). Within the SEBC, a Norwegian department has been set up to serve activities related to Norway on the east coast of the US, and this department offers a wide range of bank services. The Bank of Bergen also offers full banking activities through the Scandinavian Bank Group in Los Angeles. Apart from these offices, the Bank of Bergen is also represented in New York and Houston.

4.4 THE NORWEGIAN CREDIT BANK (20)

General bank services

The Norwegian Credit Bank* is the Norwegian bank that is most active internationally. The bank offers a number of different services in connection with a customer's international activities. The most important services offered in connection with export and internationalization are: Payment services (transfer,

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* Transl. note: Abbreviated 'DnC'.

letters of credit, collection), foreign currency, guarantees (loan guarantees, payment guarantees, contract guarantees, etc.), export and import financing (overdraft services in foreign currency, long-term foreign currency loans, project financing, instruments of debt, factoring, etc.) financing of business establishment abroad (business loans, venture capital, bond loans), financial counselling (arranging financial packages, analysis assistance, portfolio investments) and mergers and acquisitions (partnership search, net worth evaluation, practical implementation) (Mergers & Acquisitions). These services are primarily covered by The Norwegian Credit Bank (Norway), but the products and services are a result of the interaction between the Bank's international network (from wholly-owned banks to representative offices). The Norwegian Credit Bank is represented in a number of countries, for example: Luxembourg, England, Switzerland, France, Holland, West Germany, Egypt, Japan, China, Brazil, Singapore, Australia and the USA (Denver, New York, Houston and Nassau).

The DnC telebank (database)

The DnC Telebank can be considered a department store for financial information, and its main strategy is to offer industry and commerce a varied spectrum of products so that as many needs as possible can be met through one single channel. The concept "DnC Telebank" includes, for example, financial information, order routines, payment support systems and partnership search.

Financial market information: This includes general market information as well as customer-specific services such as account information and balance control of a costumer's own accounts. Independent companies can also rent space in the DnC database in order to introduce themselves. The database also supplies information to other databases through so-called gateway solutions.

Payment services: The DnC Telebank presently offers national and foreign payment services, according to the needs of the individual customer.

Decision support systems: The DnC offers assistance for financial decision support systems within the area of control of liquid assets and portfolios.

Partnership search: Simplification of the information exchange between buyer and seller so that the right buyers can be connected to the right sellers as quickly as possible.

Extra Global Trade Contact Network

The DnC offers a new service in the international trade arena: "Extra". This service involves assisting companies in doing business on the international market and in reaching new customers on the world market. "Extra" was established by leading financial institutions across the world, and by participating in "Extra", the companies are assisted by a global organization. The world-wide information service from "Extra", as well as the

experience and network of contacts represented by the Security Pacific Trading Corporation (SPTC), can make the participation of Norwegian companies in the world market more effective and profitable. The SPTC is one of many branch offices of the Security Pacific Corporation, a service organization with its head office in Los Angeles and a regional national office in Seattle. The Security Pacific Corporation is represented world-wide with 92 offices, in addition to more than 1,200 in the USA.

Besides traditional trade experience, the SPTC has developed specific expertise within the following areas:

* Aquaculture and fishery products.
* Medical technology and equipment.
* Trade and industry.

By participating in "Extra", a company will become part of a global contact network which provides information about exporters and importers around the world. "Extra" can arrange a package solution with all the trade activities required to compete abroad. As an example, we can mention that the "Extra" service can procure additional financing, arrange transports and transit trade, provide consultative services for marketing, packaging and distribution, carry out market and product surveys, assist in development, sales and distribution, arrange insurance, documen-tation and licensing, as well as negotiate and implement recipro-

cal trade transactions. "Extra" can also assist in connection with the transfer of technology, in arranging joint ventures, licensing and royalty contracts in the technological field. "Extra" functions as an independent trader in most transactions, and can assume the ownership of goods, so that the company's expenses can be covered immediately.
Further information about the "Extra Global Trade Contact Network" can be obtained from the Credit Letter Department of the DnC.

4.5 THE BANK OF SUNNMØRE (SUNNMØRSBANKEN) (21)

The Bank of Sunnmøre offers a number of different services in connection with export and internationalization. As of December 31, 1986, the bank administered a capital of 8.5 billion Nkr, whereof 1.6 billion was administered by its Foreign Business Department. The Foreign Business Department of the Bank of Sunnmøre handles payment services, payment against documents, financing, foreign exchange trade and risk evaluation. Examples of services offered by the bank in connection with export and internationalization are:

* Overdraft services in foreign exchange.
* Foreign exchange financing of import/export.
* Foreign exchange loans in one or several currencies.

* Foreign exchange accounts (interest-bearing accounts in foreign currency).
* Future rate agreements (where the interest rate for a specific amount is fixed for a future interest period at the time of the agreement).
* Exchange option (exchange guarantee).
* Forward transaction/forward contract.
* Payment service through check, payment order sent by mail, telex/telephone transfer and SWIFT.
* Advice on foreign exchange developments, advice on the disposal and rearrangement of foreign exchange loans.
* Legal assistance.
* Evaluation of risks in a country.

The Bank of Sunnmøre has account connections with over 100 banks abroad and correspondent agreements with several thousand banks around the world. In 1986, the Bank of Sunnmøre entered into a cooperative agreement with the Göta Bank which enables the Bank of Sunnmøre to utilize services from the representative offices of the Göta Bank in e.g. London, Luxembourg, Beijing, Shanghai, Hong Kong and Singapore.

4.6 EXPORT FINANCE INC. (EKSPORTFINANS A/S) (22)

Export Finance Inc. is the financing and export credit institute of the commercial banks and practically all commercial banks in

Norway stand behind the share capital of Export Finance Inc. The purpose of the company is to provide medium and long-term loans for the sale of capital goods abroad, as well as to provide medium and long-term loans (2 to 12 year terms) for the sale of capital goods within the country when documented credit competition makes it necessary in order to obtain a contract. Financing is arranged as credit agreements, purchase credits or supplier credits, and goods and services that can be carried as assets are counted as capital goods and can be financed.

4.7 CUSTOS FINANCE (CUSTOS FINANS) (23)

Custos is owned by Storebrand Finance. Storebrand Finance in turn is one of four divisions of Storebrand and brings together all financial activity within the corporation. It is one of Scandinavia's largest financial companies, with activities within the following main areas:

* Foreign activities, in Denmark, Sweden and England.
* Specialty companies that handle stockbrokerage, currency trading and guarantees.
* The financial companies under the joint name of Custos are responsible for the distribution of the corporation's financial services. Activities are centred around the main products of leasing, factoring and

loans. Custos is organized into four regions: Custos North/West/South/East.

Current financial arrangements for export and internationalization are, for example, export factoring, investment credits, foreign exchange loans and project financing. Export factoring involves the same elements of administration and financing as factoring within the country. In addition, guarantees against bad debts are included. In other words, payment security will be as good as with traditional methods such as letters of credit or "against documents". Information about how to draw up a financial application can be obtained from Custos.

4.8 NEVI FINANCE (NEVI FINANS) (24)

Nevi Inc. is the largest financial corporation in Scandinavia with a total administered capital of over 14 billion Nkr. The corporation has subsidiaries in six European countries: Holland, Iceland, England, Sweden, Denmark and Norway. Nevi's range of products can offer total solutions to cover the needs within such areas as traditional financing (loans, factoring, leasing, foreign exchange, overdraft services, etc.), projects, merchant banking, consumer financing (sales financing, investment fund) and consultative activities. Nevi Finance is a subsidiary of Nevi Inc. and covers traditional financial activities in Norway and for Norwegian customers with dealings abroad. Nevi Finance is a

member of Factors Chain International (FCI) which is an association of 80 factoring companies from 29 countries around the world. Membership in FCI gives Nevi Finance Inc. a large international network of contacts.

Columbi

Columbi is a total concept offered jointly by Vesta, Nevi Finance and Wilag (Wilh. Wilhelmsens Linjeagentur A/S*). The concept covers primary services within the principal areas of transport, financing and insurance. As part of the package, other services are also offered, such as activities to establish contacts abroad, consultations for stowing and pre-packing, loss prevention services, foreign exchange services, credit and payment security. The total concept can cover all financial needs related to export and import activities, and individual solutions are developed to suit the customer's needs within such areas as financial structure, exchange risks and credit insurance.

4.9 NORWEGIAN LEASING & FACTORING INC. (LEFAC) (NORSK LEASING & FACTORING A/S) (25)

Lefac is a subsidiary of the Saving and Loan Association (Kreditkassen) and UNI Insurance, and the corporation has its own subsidiaries abroad (Singapore, Luxembourg, West Germany and the

* Transl. note: Wilh. Wilhelmsen Liner Agency Inc.

USA). Lefac also has its own foreign business department in Norway which is responsible for e.g. export financing. The financial service of most relevance to export, is export factoring. Factoring means that Lefac assumes the ownership of accounts receivable and advances an agreed-upon percentage - normally 70-80 % of the gross invoiced amount. The remaining amount is paid when the buyer has paid the full amount of the invoice to Lefac. The costs of factoring are determined individually and depend on the branch of industry, business volume, number of invoices, number of customers and credit requirements. The costs normally constitute between 0.2 and 0.8 % of the annual business volume depending on customer structure and the number of invoices. Lefac's requirement for entering into a factoring agreement with a company is that the company must have a minimum annual business volume of 3 million Nkr and its normal terms of payment should be between 30 and 60 days.

4.10 ELCON FINANCE (ELKON FINANS) (26)

Elcon Finance cooperates with the Factoring Chain International (FCI) and offers follow-up of export sales as well as credit insurance and accounts receivable financing for their business customers.

An agreement on export factoring means that the follow-up of accounts receivable is turned over to Elcon Finance. Apart from

being a system for following-up on accounts receivable, export factoring means that the client company can be granted a running operating credit of up to 90 % of its accounts receivable. Export factoring can also include credit insurance on accounts receivable. Elcon Finans offers a number of financial solutions in addition to export factoring. Examples are leasing, foreign exchange leasing, sales financing, investment loans, import and export financing, confirming and seasonal credits.

4.11 FABIN INC. (FABIN A/S) (27)

Fabin Inc. is a wholly-owned subsidiary of The Bank of Bergen, and the company is licensed as a full financial company. The company is the parent company in the Fabin Group which otherwise consists of Limit Inc. (collections), Fabin Finance Inc. (finance brokerage) and Glommen Finance and Assurance Inc. (assurance and loan brokerage). Fabin's department of project financing was made into a separate company on January 1st, 1987, Fabin Corporate Inc.

The Fabin Group as a whole covers the entire spectrum of services traditionally offered by financial businesses. The most important services that are offered are various forms of operating and investment credits. The main products are leasing, project financing, factoring, promissory note loans and capital procure-

ment. The capital administered by the Fabin Group was 2.3 billion Nkr at the end of 1986.

4.12 FISHERY CREDIT INC. (A/S FISKERIKREDITT) (28)

The company Fishery Credit Inc. is owned by business banks, savings banks and insurance companies. The capital stock is 30 million Nkr, and secured loan capital is around 5 million Nkr. Fishery Credit Inc. was allocated a total sum of 116 million Nkr for lending purposes in 1987. In addition to this, the company has an unrestricted loan budget for use within the aquaculture industry.

Fishery Credit Inc. is a bond-issuing credit company and its purpose is to issue medium and long-term loans for projects within the fishery industry. The main financing areas are fishing vessels, aquaculture, the fishery industry, service activities, etc. The duration of the company's loans are up to 20 years, and the loan conditions depend on the type of investment and the technical/economical service life of the loan object. An amortization-free period of up to 3 years can be granted, and the loans are amortized as serial loans. Further information about the company can be obtained directly from Fishery Credit Inc.

5. SPECIAL RESOURCES FOR THE FISHERY INDUSTRY: PUBLICITY FUND AND MARKETING COUNCIL

In association with various organizations and sectors within the Norwegian fishery industry, we find a number of collective measures with the main purpose of promoting selection, marketing and export of Norwegian seafood. The scope, guide lines and financing methods vary somewhat from fund to fund. Below we list the most important funds and committees that provide grants to marketing efforts involving the export of Norwegian seafood.

We concentrated on presenting those measures that are of most importance in connection with Forum USA. We also chose examples of measures that were carried out under the auspices of individual councils and committees. In this way we can identify the marketing activities that were run on a "collective" basis, as umbrella activities or in the form of, for example, generic marketing of Norwegian seafood in international markets.

5.1 THE PUBLICITY FUND FOR CANNED GOODS (under the control of Norconserv) (29)

Objective: The Publicity Fund for Canned Goods was established in 1924 to take care of collective marketing of Norwegian canned goods.

Organization: In 1984 we saw the merger of the Publicity Fund for the Norwegian Canning Industry with the Laboratory of the Canning Industry and the Norwegian School of Canned Goods into the foundation Norconserv. The field of activities of the new foundation is research, development and training in the specialty of canned goods and other food industries. The activities are financed through fees from industry, public research grants and income from projects. The administration of the fund is part of the Norconserv foundation in Stavanger.

Duties: Since Norconserv has assumed the responsibility for the coordination and distribution of collective marketing, product development and the development of expertise, its field of activities exceed those of the traditional Publicity Fund.

Budget: The Publicity Fund has now been separated into its own budget unit, and in 1986 and 1987 its operating budget was more than 2.5 million Nkr. Financing was covered through fees from the sardine industry (fee of 1 %), the Export Committee of the Canning Industry (export fee of 0.1 %), as well as support from public and industrial sector organizations.

Through the establishment of the sales organizations of Norway Foods, Norconserv Products and Norcanners, the original purpose of the Publicity Fund was removed. While there were previously a number of companies responsible for the sale and export of sardines, there is today in reality only one company (Norway Foods) that receives publicity support. In our interview with

Harald Pedersen, Executive Director of Norconserv, the possibility was suggested to us of placing the activities of the Publicity Fund under the control of Norway Foods.

5.2 THE MARKETING COUNCIL FOR AQUACULTURE FISH (30)

Objective: The purpose of the Marketing Council for Aquaculture Fish is to promote the sale of the industry's products through a number of collective measures within such areas as quality control, product development and marketing.
Organization: The Marketing Council consists of 6 members with deputies. From January 1st, 1987, the Marketing Council for Aquaculture Fish was separated from the Fish Farmers' Sales Association and made into an independent department. The Marketing Council is headed by an executive director responsible for 3 project managers at its secretariat in Trondheim. It also finances its own representatives in Spain (Madrid) and France (Paris). The responsibility of these representatives is to promote sales in these markets, and to report back relevant market information to Norwegian exporters and producers. The Marketing Council will shortly set up its own office in West Germany. Next in turn is the US.

The arrangement with representatives in our central salmon markets has shown good results after a very short time. In Spain alone, Norwegian aquaculture fish has been publicized through

about 70 articles in trade publications and newspapers. Norwegian salmon weeks have taken place in 80 restaurants and Norwegian salmon is marketed on more than 40 radio programs and approximately 10 TV broadcasts.

Budget: The Marketing Council's budget has increased considerably during the last few years, from a moderate 640,000 Nkr in 1979 to 12.5 million in 1986. The 1987 budget was 25 million Nkr, while more than 30 million were allocated for 1988. The Council's revenue comes from fees levied on first time sales. Of the total marketing expenses of 20 million Nkr in 1986, 2.8 million was spent on the national market.

Collective measures: Most of the allocated funds go to collective measures or umbrella activities. Examples of measures that were recently carried out are:

* Advertizing of Norwegian salmon in the daily press, trade magazines, airline magazines, weekly magazines and similar.
* Trade fair participation in our major market countries: Grüne Woche (Berlin), Alimentaria (Barcelona), Spiral (Milano), Sial (Paris), Anuga (Cologne).
* Publication of the cook book "Norwegian Salmon (English, French).
* Production and distribution of publicity material (recipes, carrying bags, free gift articles, film, video ...)

* Support for joint ventures (Project Japan).
* Participation in joint arrangements (dinners, press visits).
* Competitions (recipes, cooking competitions, sales ...)

Individual measures: The Marketing Council also grants support to individual measures implemented by a single firm or groups of businesses within the sector. Examples of such measures are product demonstrations, campaigns, publicity materials, trade fairs, product and market development and special customer meetings. Projects that receive grants will get up to 50 % of the expenses covered. The rest must be covered with the company's own funds. Applications involving cooperation between several companies are preferred.

It is also a prerequisite that the measures agree with the Marketing Council's general profile with emphasis on quality and availability. The basic idea of the Marketing Council states, for example, that Norwegian salmon and trout are to be profiled as the finest and freshest fish on the market: "The best raw material for good cooking and attractive tables. The safest raw material for smoking and raw pickling". We also refer to the the Marketing Council's brochure: "Guidelines for grants for marketing of salmon, trout and other aquaculture products".

Target group: The target groups for the various activities have primarily been different parties involved in the distribution of

seafood. Gradually, the Council will give priority to measures that are aimed more towards end-consumers/consumers.

5.3 THE FISHERY INDUSTRY'S INFORMATION COMMITTEE FOR SHRIMP (31)

Organization: The Fishery Industry's Information Committee for Shrimp consists of 6 representatives with their personal deputies. The Information Committee's objective is to work for effective advertizing and information activities for salt boiled shrimp, cleaned shrimp and other shrimp products. The Committee shall also work for the best possible marketing of the same products in traditional and potential new markets.

Budget: The revenue of the Committee comes from a fee of 6 øre* per kilo, whereof the buyer pays 3 and the fisherman 3. In 1986, the total budget of the Committee was 2.5 million Nkr. The budget for 1988 is around 3 million Nkr.

Measures: Since 1987, the Committee has employed a full-time department chief, attached to the office of the Norwegian Raw Fish Association in Tromsø. Apart from general information activities aimed at its members, the Information Committee also pursues a number of marketing activities. Most of the funds are used for international trade fair activities. Of the trade fairs that the Committee has participated in, we can mention:

* Boston Seafood Show (Boston, 1984, 1987 and 1988).

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* Transl. note: 100 øre = 1 Nkr.

* Sea Fare (Long Beach, 1986).
* Sial and Anuga (Paris - Cologne).
* Foodex (Tokyo).

In the USA, the Information Committee has participated in several collective arrangements in cooperation with the Export Council of Norway and other Norwegian export businesses.

5.4 THE MARKETING COMMITTEE OF THE NORWEGIAN RAW FISH ASSOCIATION (32)

After a request from the elected representatives in 1985, the governing board of the Norwegian Raw Fish Association established its own marketing committee. Its administration is under the authority of the office of the Norwegian Raw Fish Association in Tromsø.

Objectives: The purpose of the committee is to promote the sale of products and raw material from the Association's district, assist in developing new markets and promote product development. At the same time, the chairman of the committee keeps the governing board of the Raw Fish Association informed about new market possibilities and other relevant market information. The rules of the Association also state that the committee can be given the authority to:

* Undertake the trade fair visits and other travels that the committee finds necessary.
* Decide on necessary meetings.
* Utilize consultants from outside of the committee.

Budget: The committee's funds are based on transfers from the surplus of the Raw Fish Association and they were 1.25 million Nkr in 1986. The budget for 1987 was between 2.5 and 3 million Nkr, and 3 million are budgeted for 1988.

Measures: The Information Committee on Fish, which is responsible for the marketing of Norwegian seafood on the national market, received the largest single allocation. For example, in 1986 the Information Committee received 1.2 million Nkr out of the Marketing Council's total budget of 2.3 million. The rest of the funds that are at the disposal of the Marketing Committee of the Raw Fish Association have been used for:

* Support for advertizing expenses (e.g. split cod).
* Participation in trade fairs (e.g. Anuga).
* Joint presentation of Norway and Norwegian seafood.
* "Project Japan" and "Forum USA".
* Student projects/travels.
* Market analyses (e.g fresh fish market in Europe).

In an interview, the chairman of the Council, Magnar Pedersen, pointed out that the Committee's tasks and type of financing are

under review. Until today, the Committee has operated on a trial basis. They will, for example, attempt to get fixed allocations according to a fixed amount per volume/value unit.

5.5 THE MARKETING COMMITTEE OF THE FAT-HERRING FISHERMEN'S SALES ASSOCIATION (33)

Objectives: In 1984, a decision was passed by the elected representatives of the Fat-Herring Fishermen's Sales Association to appoint a marketing committee. The Marketing Committee began its work in February of 1985, and its main task is to promote marketing of consumer products within the herring sector. This involves contributing to the development of new markets, promoting product development and engaging in information work aimed at producers and exporters regarding product possibilities and market potential.

Organization: The Committee consists of 5 members, and its secretariat is under the control of the administration of the Fat-Herring Fishermen's Sales Association in Trondheim.

Budget: Financing is through extra grants via the budget of the Fat-Herring Fishermen's Sales Association. The accounts show expenses of 460,000 million Nkr in 1985 and 1.4 million in 1986.

Measures: The Committee's first working year (1985) was devoted to preparations and planning of the Committee's activities. Publicity and information brochures on herring, capelin, capelin roe and mackerel were also produced in several languages. The

Committee also visited food fairs within the country and abroad. For example, they participated with a booth of their own at Foodex-85 in Tokyo. The Marketing Committee has also participated in trips to markets abroad.

The various measures were continued in 1986, when the Committee took part in Sea Fare-86 in Anaheim (California). The experiences from the US fair were so positive that the following year they participated again in Sea Fare-87 in Long Beach. In the work to increase its marketing efforts on the American market, the Marketing Committee has produced a report on "The herring market in the USA" (Sandsnes, 1985), as well as "A study on the market potential for Norwegian herring, mackerel and capelin products on the west coast of the USA" (Moen Baine, 1986). The Marketing Committee is taking an active part in trying to increase the consumption of herring, mackerel and capelin products on the Norwegian market. Apart from supporting the activities of the Information Committee, they have also produced 3 video films on capelin/capelin roe, herring and mackerel, respectively.

5.6 THE PUBLICITY FUND OF THE SPLIT FISH INDUSTRY (34)

Objectives: The main objective of the Fund is to engage in advertizing and PR for Norwegian salt cod and split cod on the export markets. The Fund has a department chief and is located in Ålesund in close association with the National Association of

Norwegian Split Fish Exporters (DNKL), the National Association of Norwegian Salt Cod Exporters and UNIDOS Inc.

Budget: The advertizing fee is 5 øre per exported kilo of split cod and salt cod, which produced an income of about 3.2 million Nkr in 1986. There is also other revenue in the form of public grants (e.g. effectivization funds) interest income and the like, which was 600,000 Nkr in 1986. If we include reserved funds, the total budget of the Fund was between 4 and 5 million Nkr per year in 1986 and 1987.

Measures: About 40 % of the expenses are for marketing campaigns and trade fairs in the three largest markets: Brazil, Italy and France. In our interview with Liv Bjøringsøy of the Publicity Fund's secretariat, it was pointed out that Italy and Brazil were the target areas in 1987. France and Portugal will be given special attention in 1988. The largest single item in the budget is trade fair participation. During the last two years, the Publicity Fund of the Split Fish Industry has participated in international food fairs such as Foodex (Tokyo), Sial (Paris), Anuga (Cologne), Spiral (Milano), Ekspomar (Portugal), Alimentaria (Barcelona), Seafood (Boston) and the International Seafood Conference (Montreux).

The Publicity Fund produces recipe folders in several languages, brochures, posters and also advertises in magazines, newspapers and periodicals in the largest markets. They have spent funds on TV and radio campaigns (e.g. Italy). In the summer of 1986,

Italian journalists visited Ålesund with assistance from the Fund. The visit resulted in several articles on split cod in the Italian press. They have participated actively in festivals (Italy, France, USA), press lunches and other arrangements where Norwegian split cod and salt cod are publicized in a positive fashion.

The activities in the USA have been somewhat limited. In 1986, they participated, together with Norway's Grill Sport Society, in a grill party in Memphis. The same year, they helped sponsor a tourist film on Norway for use in the USA. In order to get more exposure in the USA, they will participate in 1988 in the fairs Sea Fare in Long Beach (California) and Boston Seafood Show (Boston).

The Publicity Fund of the Split Fish Industry is also engaged in information activities aimed at its members and deputies. The 1985 Annual Report shows that no less than 168 committee circulars were sent out that year.

5.7 THE PUBLICITY FUND OF THE STOCKFISH INDUSTRY (35)

Purpose: The purpose of this publicity fund is to engage in market penetration of stockfish on the various export markets. Budget and measures: Out of the 1987 budget of around 2 million Nkr, most of the funds were spent on trade fair participa-

tion, newspaper and radio advertisements in the largest markets (primarily Italy). Around 100,000 Nkr were used on the American market for newspaper advertisements, store information and recipe material.

Financing is procured via a fee of 0.3 % on the f.o.b. value of stockfish exports. The administration of the Publicity Fund of the Stockfish Industry is located in close connection to the National Association of Norwegian Stockfish Exporters (NTL) and the Export Committee for Stockfish in Bergen. It is the Export Committee that collects the fees for the Publicity Fund.

5.8 THE PUBLICITY COMMITTEE FOR SMALL-WHALE MEAT (39)

Norway's Raw Fish Association has worked in cooperation with the Small-Whale Catchers' Sales Association, the National Association of Norwegian Canneries and the National Association of the Fisheries Industry on measures through a publicity committee. Due to the current special situation of whaling, this committee is now inactive and thus did not carry out any activities in 1986.

5.9 NORTH ATLANTIC SEAFOOD ASSOCIATION (NASA) (37)

The North Atlantic Seafood Association (NASA) was established in 1974 as the result of difficult sales conditions within the seafood industry. The organization was formed with cooperation

from public authorities, and its objective was to sell more fish, in particular fish from the North Atlantic, as well as to increase interest in, and consumption of fish in general. NASA's members in the initial phase represented a number of large fishing nations, for example Canada, Iceland, Denmark and Norway.

NASA produces a monthly member publication, "NASA News". "NASA News" contains information about seafood consumption in the USA, consumption surveys of fish and fish products, summaries of meetings and conferences arranged by NASA, current courses, seminars and seafood fairs, results from marketing campaigns organized by NASA, the resource situation, quota agreements, research reports, etc. Apart from "NASA News", NASA also publishes a newsletter with market information and other information of current interest, "News Release".

NASA's Marketing Committee, which is NASA's marketing body, had a budget of $US 350,000 in 1987. The Marketing Committee arranges, for example, joint appearances at large seafood fairs, publishes information material, recipes, and develops advertizing material for North Atlantic fish, arranges competitions and press conferences in connection with the marketing of new product lines.

NASA's activities are financed through a fee per pound of goods sold, which the members send in to the organization.

6. CONCLUSION AND SUMMARY

Chapter 2 shows that there is a large variety of resources and support services available in connection with the internationalization of the Norwegian fishery industry. The administration of the various types of assistance is scattered among a number of different institutions, and this can make the support system appear confused.

Individual public institutions offer support services that consist of direct economic grants for internationalization measures. Public institutions also offer financial support services in the form of reasonable loan arrangements, guarantees and credits. The public institutions, however, have limited resources at their disposal and therefore make specific demands which the applicants must meet in order to be entitled to assistance. The public support system has also established types of assistance that have to do with expertise and trade policy. These services are in most cases free of charge for the industry, but limited capacity in the public institutions results in a situation where not all offers are equally available in reality.

When public institutions determine what projects to support, the decision is based on the following criteria, according to the "Abrahamsen" Committee (NOU 1985:35):

* Business economic evaluations of the project,
* evaluation of market and economic/political conditions in the receiver country/internationally, and
* evaluation in relation to other more important political/economic objectives in Norway.

Private institutions offer a variety of assistance involving the financing of exports, establishment abroad and projects aimed at international markets. Several private institutions have developed their own expertise within the area of internationalization, and offer courses and seminars to industry and commerce. Fees for courses and seminars to develop expertise within the field, must in most cases be paid by the participants themselves. However, in individual cases, public institutions, e.g. the Industrial Fund, can provide grants to cover the expenses (e.g. NILA International's seminars in those cases where the Industrial Fund provides financial assistance to the company's internationalization process).

The resources and services intended specifically for the fishery industry are usually marketing measures of a collective nature (trade fair participation, joint advertizing of Norwegian fish products, etc.). Publicity and Marketing Committees, attached to specific sectors of industry, work to promote the sale of Norwegian fish products on international markets through marketing efforts. Some of the Publicity Committees also provide

financial support for individual marketing ventures carried out by individual companies.

Table 3.1 (next page) contains a summary of institutions that offer assistance in connection with export and establishment abroad. The table also provides a simplified summary of what types of assistance are offered by the different institutions.

The table shows that the administration and control of different types of public internationalization mechanisms is spread among a large number of institutions, and divided among the ministries according to their areas of responsibility.

Table 3.1: Summary of institutions that offer assistance in connection with export and establishment abroad.

INSTITUTION* / TYPE OF MEASURE	FINANCIAL ASSISTANCE Loans, guarantees, credits	SUPPORT FOR ESTABLISHMENT ABROAD/EXPORT MARKETING	OTHER SERVICES Info. expertise laws/contracts
1. The Export Council of Norway	X	X	X
2. The Industrial Fund	X	X	X
3. The District Development Fund	X	X	
4. The Industrial Bank	X		
5. GIEK	X		
6. The Department of Trade			X
7. The Department of Fisheries	X	X	X
8. The Export Committee for Fresh Fish			X
9. The Department of Foreign Affairs			X
10. STI and VINN			X
11. NILA			X
12. NIF			X
13. AIESEC - Bergen			X
14. NHHK			X
15. The NB Group			X
16. Norwegian Management Publishers			X
17. The Fokus Bank	X	X	X

* Transl note: See address list re. abbreviations used in Table.

18.The Saving & Loan Association	X		X
19.The Bank of Bergen	X		
20.DNC	X	X	X
21.The Bank of Sunnmøre	X		X
22.Export Finance	X		
23.Custos Finance	X		
24.Nevi Finance	X		X
25.Lefac	X		
26.Elcon Finance	X		
27.Fabin Inc.	X		
28.Fishery Credit Inc.	X		
29.The Publicity Fund for Canned Goods		X	X
30.The Marketing Council for Aquaculture Fish	X	X	
31.The Information Committee for Shrimps	X	X	X
32.The Marketing Committee of the Norwegian Raw Fish Association	X	X	
33.The Marketing Committee of the Fat-Herring Fishermen's Sales Association		X	
34.The Publicity Fund of the Split Fish Industry		X	X
35.The Publicity Fund of the Stockfish Industry		X	
36.The Publicity Committee for Small-Whale Meat		Inactive committee as of 1988	
37.The North Atlantic Sea-food Association		X	X

Activities on the ministerial level in Norway are organized differently from other Nordic countries. In Norway, it is the Department of Trade and Shipping that has the principal responsibility for public measures to promote export, the Department of Industry is responsible for measures for business establishment abroad, and the Department of Foreign Affairs is responsible for the foreign service and for coordinating contacts between the apparatus at home and abroad (NOU 1985:35).

"Sectorial ministries", of which the Department of Fisheries is an example, are an addition to the other arrangements. In cooperation with their services abroad as well as sectorial and interest organizations, they are responsible for a number of measures that promote export within the fishery and aquaculture industries. We here find widespread internal transfers between the various bodies and sectors. For example, the Department of Fisheries gives assistance to the Publicity Committees, which in turn provide funds for collective measures that are also funded directly by the Department of Fisheries.

If we include all the organizations, councils and committees that contribute funds for export and internationalization within the fishery industry, it may appear as though considerable amounts are used each year. On the other hand, it must be kept in mind that we are here talking about double entry book-keeping with a number of

internal transfers between the various bodies. It is therefore difficult to calculate the total amount unless the internal transactions are taken into account.

For us it may appear to be a problem of coordination that so many different bodies contribute, and often with minimal funds, to measures that require continuity, size and weight in order to achieve the desired effect. The demands of customers and markets for capacity and substantial marketing support, should signal to the industry whether the various measures and services to promote exports should be re-evaluated.

Another objection is the fact that a number of these measures have an historical background and are based on a raw material perspective (industry sector), and not on rational marketing considerations. Increased demands for market orientation, a mix of sectors and customer demands for a varied product spectrum, could end up placing the exporters in a difficult situation in their cooperation with their organizations, marketing councils and committees.

The authorities in Sweden, Finland and Denmark have chosen to place the responsibility for matters involving foreign trade in a separate department within their Department of Foreign Affairs. Sweden and Finland also have separate ministers for foreign trade. When it comes to the number of specialized officers at the diplomatic missions (commercial attachés, industrial attachés), a

study (NOU 1985:35) shows that Sweden is best represented, followed by Denmark, Finland and Norway.

Both Norway, Sweden and Finland have separate organizations that design, administer and implement public support measures to promote exports and establishment abroad. Denmark has a separate institution, "The Export Promotion Council", but this council only has the administrative responsibility for distributing public grants. Public authorities in Norway, Sweden and Finland provide support both for individual and collective measures. The Danish authorities only provide grants for collective measures where at least three exporters join together in an export promoting measure (NOU 1985:35).

When we look at the organization of export support mechanisms in countries outside of Scandinavia, we find that different countries have chosen different ways of organizing their support mechanisms. The USA and Canada both have a number of export support mechanisms which are all administered by public authorities. In West Germany, most export mechanisms are administered by private organizations, which is in line with the philosophy of German authorities not to involve themselves in the foreign trade of private industry. In West Germany, the amount of public measures for internationalization is at a very low level (Rolf Seringhaus, 1987).

In order for public authorities in Norway to provide the best possible support for increased internationalization within industry and commerce, the support system must be made more easy to survey and more easily available. This was also emphasized in the "Abrahamsen" Committee's report (NOU 1985:35), where it was pointed out that there is too little coordination and mutual recognition between the large number of departments and other organizations that are involved in the internationalization process of industry and commerce.

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Sandnes, R. (1985): The herring market in the USA - a general overview. Fishery research fellow in the US for the Export Committee for Fresh Fish.

Public Report No. 65 (1985-87): On Aquaculture. The Department of Fisheries, Oslo.

Svendsen, B. (1987): Status and challenges in the internationalization process. IØI Report No. 89, The Institute of Industrial Economics/the Norwegian School of Economics and Business Administration. Bergen.

Various annual reports and brochures from banks, financial companies and institutions that offer other assistance in connection with export and establishment abroad.

APPENDIX 1.

ADDRESS LIST:

Public and semi-public institutions:

1. THE EXPORT COUNCIL OF NORWAY (NORGES EXPORTRAD)

   Drammensveien 40
   0255 OSLO 2
   Phone: (02) 437700
   Telex: 78532 n

2. THE INDUSTRIAL FUND (INDUSTRIFONDET)

   Skipperg. 31
   P.O.Box 344 Sentrum
   0101 OSLO 1
   Phone: (02) 426730
   Telex: 71812 infond n
   Fax: (02) 426935

3. THE DISTRICT DEVELOPMENT FUND (DU) (DISTRIKTENES UTBYGGINGSFOND)

   Fredrik Selmers vei 4
   P.O.Box 6360 Etterstad
   0604 OSLO 6
   Phone: (02) 634000
   Telex: 72535 du n
   Fax: (02) 664477

4. THE NORWEGIAN INDUSTRIAL BANK INC (DEN NORSKE INDUSTRIBANK A/S)

   Akersg. 13
   P.O.Box 488 Sentrum
   0104 OSLO 1
   Phone: (02) 429180
   Telex: 19958
   Fax: (02) 429611

5. THE GUARANTEE INSTITUTE FOR EXPORT CREDIT (GIEK) (GARANTIINSTITUTTET FOR EKSPORTKREDITT)

   Dronning Mauds g. 15
   P.O.Box 1763 Vika
   0122 OSLO 1
   Phone: (02) 205140
   Telex: 76783 giek n
   Fax: (02) 426855

6. THE DEPARTMENT OF TRADE (HANDELSDEPARTEMENTET)

Victoria Terasse 7
P.O.Box 8113 Dep.
0032 OSLO 1
Phone: (02) 314050
Telex: 21473 h dep n
Fax: (02) 314006

7. THE DEPARTMENT OF FISHERIES (FISKERIDEPARTEMENTET)

Øvre Slottsg. 2
0157 OSLO 1
Phone: (02) 363522

8. THE EXPORT COMMITTEE FOR FRESH FISH (EKSPORTUTVALGET FOR FERSKFISK)

P.O.Box 348
6001 LESUND
Phone: (071) 21894
Telex: 42309 fiskx n
Fax: (071) 28718

9. THE DEPARTMENT OF FOREIGN AFFAIRS (UTENRIKSDEPARTEMENTET)

7 june plass 1
P.O.Box 8114 Dep.
0032 OSLO 1
Phone: (02) 204170
Telex: 71004 noreg n
Fax: (02) 412286

10.1 THE TECHNOLOGICAL INSTITUTE OF NORWAY (STI) STATENS TEKNOLOGISKE INSTITUTT

Akersveien 24C
OSLO 1
Phone: (02) 204550

10.2 THE NORWEGIAN GOVERNMENT'S CONSULTATIVE OFFICE FOR THE INDUSTRY OF NORTH NORWAY (VINN) STATENS VEILEDNINGSINSTITUTT FOR INDUSTRI I NORD-NORGE

Ornesvei 1 A
8500 NARVIK
Phone: (082) 44180

Courses, seminars and development of expertise

11. THE NORWEGIAN INSTITUTE OF BUSINESS MANAGEMENT AND ADMINISTRATION (NILA) NORSK INSTITUTT FOR LEDELSE OG ADMINISTRASJON

Fridtjof Nansens vei 12
0369 OSLO 3
Phone: (02) 465842

12. THE NORWEGIAN ASSOCIATION OF GRADUATE ENGINEERS (NIF) NORSKE SIVILINGENIØRERS FORENING

Studiesenteret
Kronprinsens gate 17
0251 OSLO 2
Phone: (02) 418735
Telex: 74363 nifos
Fax: (02) 619596

13. AIESEC - BERGEN THE INTERNATIONAL ASSOCIATION OF STUDENTS OF ECONOMICS AND COMMERCIAL SCIENCES

Norwegian School of Economics and Business Administration
(NHH) Norges Handelshøyskole
Helleveien 30
5053 BERGEN - SANDVIKEN
Phone (05) 951130 or (05) 952151
Telex: 42725 DnC bank (ATT: Aiesec)

14. THE ADULT EDUCATION PROGRAM OF THE NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION (NHHK) NORGES HANDELSHØYSKOLES KURSVIRKSOMHET

Norges Handelshøyskole
Helleveien 30
5035 BERGEN - SANDVIKEN
Phone: (05) 953023

15. THE NB GROUP NB-GRUPPEN

Løkketangen 8
1300 SANDVIKA
Phone: (02) 549360
Fax: (02) 545953

16. NORWEGIAN MANAGEMENT PUBLISHERS - COURSE DEPARTMENT NORSK MANAGEMENT FORLAG - KURSAVDELINGEN

P.O.Box 903 Sentrum
0104 OSLO 1
Phone: (02) 413690

Private banks and financial institutions

17. THE FOKUS BANK FOKUS BANK

Vestre Rosten 77
7075 TILLER
Phone: (07) 882011
Fax: (07) 888590
Swift: Forrno22

18. THE SAVING AND LOAN ASSOCIATION (KREDITKASSEN)

Stortorvet 7
P.O.Box 1166 Sentrum
0107 OSLO 1
Phone: (02) 485000
Telex: 71043 xiabk n
Swift: Xian no kk

19. THE BANK OF BERGEN (BERGEN BANK)

Thorgalmenningen 2
5000 BERGEN
Phone: (05) 211000
Telex: 42018 BBBGO N
Fax: (05) 211150

20. THE NORWEGIAN CREDIT BANK (DEN NORSKE CREDITBANK)

Kirkegata 21
0153 OSLO 1
Phone: (02) 481050
Telex: 78175

21. THE BANK OF SUNNMØRE (SUNNMØRSBANKEN)

Notenesg. 2
P.O.Box 124
6000 ALESUND
Phone: (071) 24776
Telex: 42301
Fax: (071) 20063

22. EXPORT FINANCE INC. (EKSPORTFINANS A/S)

Dronning Mauds g. 15
P.O.Box 1601 Vika
0119 OSLO 1
Phone: (02) 425960
Telex: 78213 exfin n
Fax: (02) 419201

23. CUSTOS FINANCE (CUSTOS FINANS)

Head Office
Industrivegen 7
P.O.Box 2153
6500 KRISTIANSUND N
Phone: (073) 81211

24. NEVI FINANCE (NEVI FINANS)

Folke Bernadottes vei 40
5040 BERGEN
Phone: (05) 171035
Telex: 40505 nevi n
Fax: (05) 171630

25. NORWEGIAN LEASING & FACTORING INC. (LEFAC) (NORSK LEASING & FACTORING A/S)

Oscars gate 30
P.O.Box 7163, Homansbyen
0307 OSLO 3
Phone: (02) 461925

26. ELCON FINANCE (ELCON FINANS)

Havnelageret
Langkaia 1
0150 OSLO 1
Phone: (02) 416290

27. FABIN INC. (FABIN A/S)

Møllendalsbakken 7
P.O.Box 3150 Arstad
5000 BERGEN
Phone: (05) 294820
Telex: 42793
Fax: (05) 292291

28. FISHERIES CREDIT INC. (A/S FISKERIKREDITT)

Grønnegata 72
P.O.Box 831
9001 TROMSØ
Phone: (083) 88072
Fax: (083) 82804

Special resources for the fishery industry:

20. THE PUBLICITY FUND FOR THE CANNING INDUSTRY (REKLAMEFONDET FOR HERMETIKK)

Alexander Kiellands gt. 2
4000 STAVANGER
Phone: (04) 529044

30. THE MARKETING COUNCIL FOR AQUACULTURE FISH (MARKEDSRADET FOR OPPDRETTSFISK)

Olav Tryggvasons gt. 39/41
P.O.Box 851
7001 TRONDHEIM
Phone: (07) 513322
Telex: 55573 aqua n

31. THE FISHERY INDUSTRY'S INFORMATION COMMITTEE FOR SHRIMP (FISKERINAERINGENS INFORMASJONSUTVALG FOR REKER)

c/o Norges Råfisklag (Norwegian Raw Fish Association)
Stortorget 1
P.O.Box 728
9001 TROMSØ
Phone: (083) 56233

32. THE MARKETING COMMITTEE OF THE NORWEGIAN RAW FISH ASSOCIATION (MARKEDSUTVALGET FOR NORGES RAFISKLAG)

Stortorget 1
P.O.Box 728
9001 TROMSØ
Phone: (083) 56233

33. THE MARKETING COMMITTEE OF THE FAT-HERRING FISHERMEN'S SALES ASSOCIATION (MARKEDSUTVALGET FOR FEITSILDFISKERNES SALGSLAG)

P.O.Box 403
7001 TRONDHEIM
Phone: (07) 530500
Telex: 55105 silko n
Fax: (07) 510534

34. THE PUBLICITY FUND OF THE SPLIT FISH INDUSTRY (KLIPPFISKNAERINGENS REKLAMEFOND)

Røyseg. 15
P.O.Box 318
6001 LESUND
Phone: (071) 24560

35. THE PUBLICITY FUND OF THE STOCKFISH INDUSTRY (TØRRFISKNAERINGENS REKLAMEFOND)

Strandgt. 18
P.O.Box 52
5001 BERGEN
Phone: (05) 325940

36. THE PUBLICITY FUND FOR SMALL-WHALE MEAT (REKLAMEUTVALGET FOR SMALKVALKJØTT)

c/o Norges Råfisklag (Norwegian Raw Fish Association)
Stortorget 1
P.O.Box 728
9001 TROMSØ
Phone: (083) 56233

37. THE NORTH ATLANTIC SEAFOOD ASSOCIATION (NASA)

705 Hanna Building
Cleveland
Ohio 44114
USA
Phone: (216) 781-6400